

14 February 1986

MEMORANDUM FOR: Secretary to the Executive Director

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VIA:

[REDACTED]  
O/D/OC

FROM:

[REDACTED]  
O/D/OIT

SUBJECT: Secretarial Training Requirements

Following is a summary of suggestions and comments by OIT managers and secretaries regarding training and skills requirements for the new secretarial pay plan levels:

BASIC

- Telephone etiquette -- including full use of the secure phone system, call transfer, paging, conference calls.
- Word power -- grammar; syntax; spelling; proofing; editing, including technical jargon censoring of correspondence directed to the upper echelon.
- Format and correspondence procedures.
- Organizational skills -- Agency and Office filing systems; managing in and out boxes; keeping calendars; scheduling appointments and meetings; tickler system on action items to make sure deadlines are met; prioritizing work.
- Office protocol.
- Security regulations and requirements.
- Interpersonal skills -- relating with supervisors and a variety of office personalities; networking; active listening.
- Orientation -- CIA, Directorate and Office levels.

TECHNICAL

- Word processors.
- Delta Data -- VM, AIM, SAFE, NOMAD2, EZSCRIPT.
- PCs.

- Preparation of graphics.
- Basic understanding of data base concepts to maintain data bases.
- Basic "fix-it" instruction course showing how and why terminals and word processors act up, how to fix it when they do, or where to go for help.
- Beginning shorthand training and brush-up courses -- optional.

#### MANAGEMENT

- Attitudinal development -- assessment of self and others; employee development; personal job interest; presentation of the secretarial profession as something other than just a quick pass-through to another type of work and worth a career commitment; why a profession with CIA is special and unique; commitment to excellence; developing initiative.
- Structure of CIA and key players -- functions and missions; relationship of parts to each other and to the Intelligence Community; Agency terms and abbreviations; organization and functions of other government agencies.
- Records management -- Agency record-keeping process; retirement and destruction of records.
- Travel scheduling, covering all details -- reservations; hotels; transportation; itineraries; credentials; per diem advances; travel accounting.
- Administrative procedures -- PARs; T&As; security; training; logistics.
- Agency regulations and statutes.
- Stress management.
- Time management.
- Dressing for success.
- Current affairs.

#### EXECUTIVE

- Office management including control of work flow.
- Supervisory skills -- setting the tone of the Office (role model).
- Communication skills -- preparation of presentations; public speaking; oral presentations.
- Analytical and problem solving skills.
- Writing skills -- PARs; minutes; memos; reports.

### TRAINING PRIORITIES

- Agency and Office orientation.
- Telephone etiquette.
- Technical skills -- word processor; Delta Data.
- Correspondence preparation and office procedures -- proofing; editing; spelling; grammar.
- Organizational skills -- filing; calendars; meetings; tickler.
- Interpersonal skills and attitudes.
- Administrative procedures.
- Office management.
- Supervisory skills.
- Writing.
- Public speaking.
- Stress and time management.

### COMMENTS

- EODs need training in basic functions and job skills before assignment to a particular office so they can hit the deck running and will not have to rely on training by another secretary on a time-available, helter-skelter basis.
- Polite telephone etiquette and accurate message taking are lost arts.
- Typing accuracy no longer so important since we have moved into the automated environment with spelling verifiers.
- Shorthand should not be used as a criterion for advancement.
- In some ways the secretary is only as good as her office and supervisor allow her and encourage her to be. There should be a training course for supervisors to improve their relationship and communication with their secretaries.
- A group session for secretaries to share, in a constructive way, their various experiences as secretaries.
- Essential that the secretary have an attitude of personal interest in the job and take pride in and ownership of the responsibility of managing the office.
- Important to have a sense of ambition which translates into on or off-the-job training, expanding one's knowledge and expertise, and advancement to the next level.

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O/D/OIT [redacted] (14 Feb 86)

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